

## **MARSHALL STANDARDIZED GUIDELINES FOR ESTABLISHING “POSITION” COMPETENCIES**

### **Guidelines for competencies per position:**

- Position competencies should correspond to current position and responsibilities.
- Primary Competency: For every job position, one of the required competencies will be designated as a “primary” competency. It should be the one that best describes, or represents, the knowledge that is most utilized in the position.
- Any additional competencies identified for a job position must be marked as required and are considered of equal value.
- A secondary competency would be, for example, a specific competency (skill) that would be required to accomplish the tasks associated with the primary competency (see Technical Management example below).

Note: Only denote a competency as “required” if the skill is necessary to fill the position. Do not assign competencies based on the skills of the individual currently holding the position.

### **Rules for identifying required competencies for specific position types:**

All Senior Executive Service and Supervisors will be automatically assigned one of the following competencies based on their supervisory code and NASA Class Code (NCC) coded in the Federal Payroll/Personnel System (FPPS): (See Workforce Competency Dictionary for details)

- **Executive Management (EXECMMT) [170]**  
All Senior Executive Service (SES) will automatically be assigned Executive Management as a primary competency.  
The supervisors of the SES should identify any other additional competencies that directly relate to the knowledge needed for the functional responsibilities of the position.
- **Technical Work & Team Management (TECWORKMMT) [171]**  
*Only* individuals currently in a technical supervisory position will have this as their competency. *Note Team Leaders are not supervisors and should not be assigned this position.*
  - Individuals with this competency must also have the following required competencies:
    - Technical Management
    - Employee and Team Leadership
    - Work Performance Leadership

Note: Individuals holding *supervisory* positions in a Business Office that have retained their AST status by virtue of their NCC and Position Title (AST, Technical Resources Management, for example) will be assigned Technical Work & Team Management with the required competencies, as well as Business Management (113) as a required competency.

- **Business Work & Team Management** (BUSWORKMMT) [172]  
*Only* individuals currently in a business supervisory position will have this as their competency.
  - Individuals with this competency must also have the following required competencies:
    - Any Business Management related competency
    - Employee and Team Leadership
    - Work Performance Leadership
- **Project Work & Team Management** (PROWORKMMT) [173]  
*Only* individuals currently in a supervisors position that are at the same time Program Managers (per the definition below) will have this as their competency.
  - Individuals with this competency must also have the following required competencies:
    - Project Management
    - Employee and Team Leadership
    - Work Performance Leadership
- **Program/Project Analysis** (PROJANALYS) [147]  
Knowledge, capabilities and practices associated with formulating, planning, implementing, tracking and evaluating work and its associated requirements and risks, ranging from one-time projects to program-level work. (This competency is used for Program/Management Analysts positions (GS-343).

Note: Positions requiring Program/Project Management and System Engineering competencies *must* have a Tier Level assigned based on the following guidance.

- **Program/Project Management** (PROJPROGMT) [122].  
Reserved for *only those individuals in positions* involved in the management of an on-going activity that is recognized by the Center as a program/project or activity as defined below:
  - Program: Activities within a mission that have defined goals, objectives, requirements, phased funding levels, and consist of one or more projects.

- Project: Significant activities designated by a program and characterized as having defined goals, objectives, requirements, life-cycle costs, a beginning, and an end.
- Activity: Significant activities designated by a project and characterized as having defined goals, objectives, requirements, life-cycle costs, a beginning and an end.

Certification may be required by either center or line management. Tier assignments are based on the position requirements of the job as follows:

Tier 1: Performs PM functions in support of a program/project/activity  
Project Manager

Tier 2: Certified PM for project/program/activity requiring Level II certification

Tier 3: Certified PM for project/program/activity requiring Level III certification

Tier 4: Certified PM for project/program/activity requiring Level IV certification

➤ **System Engineering (SYSTEMSENG) [7]**

Reserved for *only* those individuals currently holding positions performing Systems Engineering functions in support of a project, program or activity.

Tier assignments are based on the position requirements of the job as follows:

Tier 1: Performs SE functions in support of a program/project LSE.

Tier 2: Certified LSE for project/program/activity requiring Level II certification

Tier 3: Certified LSE for project/program/activity requiring Level III certification

Tier 4: Certified LSE for project/program/activity requiring Level IV certification

➤ **Technical Management (TECHMMT) [153]**

*Only* individuals' assigned *technical* positions within a program/project, but that are not in a position that is defined either by the Program Management Tier 1, or System Engineering Tier 1.

➤ **Business Management (BUSMMT) [113]**

*Only* those positions assigned as part of a business unit, such as a business office within a Program/Project Office, Directorate or Office will use as the primary competency with a budget or financial secondary competency.

➤ **Professional Administrative Operations (PROFADMOPS) [115]**

All Administrative Officer and Executive Support Assistant (ESA) positions will have as this as their primary competency. Other

competencies may be added as secondary. (*Example: Financial Management, Budgeting Management, etc.*)

- **Para-Professional Business Operations** (PARABUSOPS) [165]  
All Secretary, Clerk and Management Support Assistant (MSA) positions will have this as their primary competency.
- **Configuration Management** (CONFIGMMT) [154]  
All individuals in configuration management positions will have as this as their primary competency.

Any exceptions to these business rules should be reviewed with Center CMS representative, Susan Gentile, HS20.

- In accordance with the guidelines listed above, the primary competencies associated with (but not excluded to) a Program/Project Office are:
  - Executive Management – only SES
  - Project Work and Team Management-supervisor only
  - Technical Work & Team Management –supervisor only
  - Business Work & Team Management -supervisor only
  - Program/Project Management
  - Technical Management
  - Business Management
  - Budgeting Management
  - Business IT
  - Systems Engineering
  - Integration Engineering
  - Program/Project Analysis
  - Professional Administrative Operations
  - Para-Professional Business Operations
  - Mission Analysis & Planning
  - Mission Execution
  - Integration Engineering
  - Systems Integration Engineering
  - Logistics Support
  - Advanced Mission Analysis
  - Aerospace Systems Concept Development & Technology Assessment
  - Advanced Analysis & Design Method Development
  - Risk Management
  - Configuration Management